



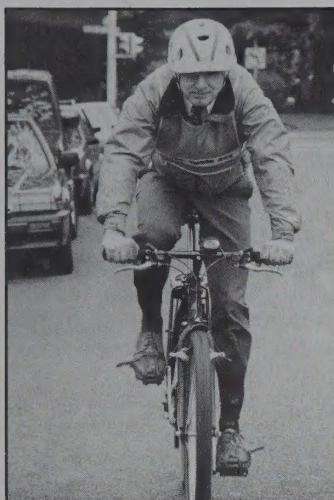
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OREGON DEPARTMENT OF TRANSPORTATION

VOL. 17 NO. 5

MAY 1992

WHAT'S NEW

**Bike commuters go 'non-Spandex'**

Dressed in his work clothes, Eb Engelmann, Highway Environmental manager, bicycles to his downtown Salem office in the "Non-Spandex Look" style ODOT bicycling advocates are promoting for Bike Commute Day, May 19. Traffic Safety and Bikeway Program staff are working with Oregon communities to champion the benefits of bicycle commuting.

Story on Page 4

DMV surveys for customer service

A random sampling of Driver and Motor Vehicles employees is being asked this month to rate the performance of DMV headquarters service units.

As one component of DMV's performance measurement effort, the internal customer survey is designed to help each of six work groups determine which of their service delivery areas are strong or need improvement, according to Tim Avilla of DMV Budget and Management, who coordinated the survey's development. Followup surveys will provide feedback for them to track their progress.

Distributed randomly to 314 employees, the survey carries a May 1 completion deadline. But Avilla urged employees to complete the survey and return it if they haven't already.

The survey asks how efficiently and effectively the service groups have performed during the previous six months. Employees polled are asked to rate each service's courtesy, convenience, timeliness, quality, communication and responsiveness. The six service units participating in the survey include the DMV Mail Center, Microfilm Unit, Files and Correspondence, Records and Training Unit, Central Telephone Unit, and Mod Unit 1.

Survey results will be tabulated in early June, Avilla said.

Bound to starve landfills

They call her "Mrs. Sanford," after the scrap dealer on the old Redd Foxx television sitcom. But Sue Rennels brushes aside the nickname, more interested in seeking the value of what others view as junk.

As property and administration manager for Highway Equipment and Services, Rennels finds ways to reuse or recycle things that otherwise would be tossed onto a landfill heap.

"What may be garbage for you may have a value for me," she said. Whether scrap metal from a destroyed guardrail or used timbers from a bridge reconstruction project, Rennels

'It just breaks our hearts when we have to decide that we can't do anything with an item and have to send it to the landfill.'

—Sue Rennels

finds ways to convert materials to cash that's returned to the Highway Trust Fund.

Rennels provides the creative link between scrap buyers and suppliers. "Each case is different, so it has been a lot of fun working with the different callers and working out a way to take care of their property." She credits the program's success to ODOT employees' cooperative spirit.

But her role as trader of recycling commodities began not with scrap donors and buyers, but with auditors. Their intent was—and is—to ensure that all property is disposed of properly and the funds generated by scrap sales are used as they were intended.

Three Equipment and Services scrap yards—in Salem, La Grande See RECYCLING, Page 4



Craig Calava (left) and Dave DeMarco toss an old sign onto the recycling pile at the East Salem Highway Shops.

Negotiations may temper cutbacks

The trimming of ODOT's work force in response to Gov. Barbara Roberts' overall Measure 5 strategy may be tempered somewhat by negotiations with the Executive Department to support additional work provided by the new federal transportation bill.

As part of her plan to streamline state government and trim agency budgets, Roberts targeted 220 ODOT management and administrative position reductions by July 1993. But ODOT is negotiating with the Executive Department to convert some of the 220 positions to transportation design and field construction jobs—to support the new wave of money brought by the current federal transportation bill.

The outcome of those negotiations remains unclear. But ODOT undoubtedly must create the new design and construction jobs from existing resources.

Oregon is expecting the federal bill to provide an additional \$1 billion in highway and public transit improvements through 1997.

The first phase of the 220-position reduction begins July 1, when ODOT will eliminate 50 management positions and 24 limited-duration positions in

with DMV's Commercial Driver License program. Those cuts can be accomplished through attrition and by not filling vacancies, Forbes said.

Forbes supports the governor's aim to trim management positions, where possible. "This organization has too many people in the management service classification," he said. "Generally, that's because we couldn't pay them through a technical classification enough salary to hold them on our staff. So this was a way to compensate them for their worth. It's a bad solution to a real problem—and now it's haunting us. So

we've got to go back and make those corrections, to get people who aren't really managing anybody paid appropriate salaries in a technical classification."

The department will hold to the governor's target of having an average ratio of one manager to every nine staff positions, Forbes said. A tandem effort will involve "rigorous control" to keep the number of management layers to no more than five, he said.

Depending on the nature of a work group, the number of employees a manager supervises may vary from a low ratio of 1-to-4 to a high ratio of 1-to-15, Forbes said. "So once you get down to crews, we're going to allow people the flexibility to make the right decisions. But I believe that where you have 500-600 people—in the regions and in some of our branches—the 1-to-9 ratio is a good target."

Forbes said going to a broader span of control supports the teambuilding

See TEAM, Page 5



Forbes

DIRECTOR'S COLUMN

Moving into age of shared leadership

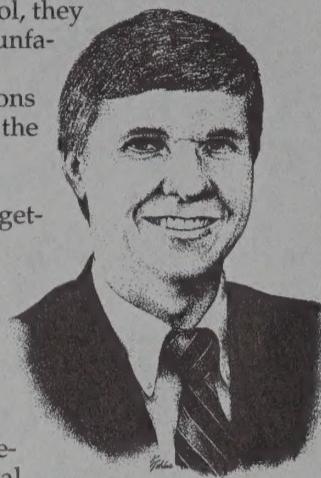
By DON FORBES
ODOT Director

By now, most of you are familiar with Oregon's shrinking state work force, along with the budget tightening that came along with Measure 5. But the changes in government go beyond the numbers. Doing more with a trimmer budget is just half the story.

While managers are expanding their spans of control, they are forging ahead into unfamiliar territory: shared leadership. Even positions within ODOT that lack the title of manager call for managerial skills.

Managers who are getting jobs today are different than those hired in the 1980s. In short, we are looking for high-impact players, change agents, drivers and winners, people who are extremely flexible, bright, tactical and strategic, who can handle a lot of information, make decisions quickly, motivate others, and chase a moving target. The title of manager will remain, but along with it come new survival skills.

Why? Because the work environment has dramatically changed in the past decade, so, too, have our expectations of new managers. When we go about hiring a manager, we're looking for people able to motivate a diverse employee group to generate new ideas. At the core of the transition to shared leadership is a person's comfort level in giving away decision-making power instead of jealously guarding it,



FORBES

working with diverse groups of people, and building self-managing teams.

There was a time in corporate America where the manager was responsible for everything and had to make all the decisions. That's a tremendous and unfair burden on managers because it presumed they had all the information, all the wisdom to make a good decision in every single case. That isn't true. It also unfairly labeled workers as not very caring and inca-

At the core of the transition to shared leadership is a person's comfort level in giving away decision-making power instead of jealously guarding it, working with diverse groups of people, and building self-managing teams.

pable of being part of moving an organization forward. That's just the way things worked in a lot of companies—and in this organization.

Today, managers still have the final responsibility; that role hasn't been given away. But how you get to that final decision is fundamentally different than it has been in the past.

The role of managers today reflects that everyone in the organization has an opportunity to participate and contribute. So we'd like to develop an overall management style that harnesses individual capability. But to make that new style work, employees must accept new responsibilities and skills so they can contribute.

In some cases, a manager may say, "While I am responsible for the final decision, I personally don't need to make it. I have confidence that

you, as a group, can sit down, look at the data, make a decision, let me know what it is, and I'll stand behind you."

Of course, not all decisions can be made by a team. Those that do generally work best because of three factors:

- When you're working in a complex working environment where no one person holds all the information, including the manager.

- When a decision involves issues people feel strongly about, or situations where a work group must participate together to put their ideas into action.

- When you have time for a team decision. Of course, you're not going to call your work team together to make a decision if you absolutely must make a quick decision. But if you have the time, it's usually best to take the team approach.

Team management and the demand for new manager qualities reflect how our world is changing rapidly and becoming far more complex.

As Oregon's state work force shrinks, we'll learn to work with fewer managers. We aren't going to stop hiring managers. More work teams are becoming self-managed and self-directed, but there still needs to be a team leader who convenes the group and communicates its consensus—its direction. Yet the managers we do hire will have different qualities than before.

Adjusting to this process can take years, and it can be painful and confusing. But the team culture—the sense that we're all in this together—also can be supportive.

Let's expect the best.

Letters



Bending an ear

Gov. Barbara Roberts,
Salem:

When you need someone individually or as a member of a group who has superlative listening abilities and willingness, Dina Van Der Hyde, ODOT's special transportation fund manager, is that person. She is just the kind of caring and interested government representative people pray to address at a public forum—and that a governor would pray to have representing her as well.

On a recent evening in Seaside, I sat in the front row of a public meeting regarding ODOT's preliminary 1993-98 Six-Year Transportation Improvement Program, where some 53 generally impassioned Oregon-loving speakers addressed a panel of five ODOT representatives. Dinah's face and body language so clearly showed her attention and care, as she intently hung onto every speaker's words, ready to glean their ideas and constructive suggestions.

She would be a great asset to you and the people of the state in any situation.

Letters policy

Via accepts letters sent to: Via Editor, 140 Transportation Building, Salem, OR 97310. All letters are subject to editing for space restrictions and must carry an address and telephone number for verification. All letters that address issues relevant to ODOT will be considered.

tion, including ODOT, where public policy is to foster true citizen involvement and support, but where historically entrenched practices have favored state authoritarianism.

ROBERT STRICKLIN
Warrenton

All to save a life

Ernie Phillips,
Highway Region 2 Safety and Training Manager, Salem:

One morning in late March, a car pulled into our work area on U.S. 101 near Ona Beach, and a passenger in the car called out to flagman Rick Myers. Rick walked to the car and noticed the driver was leaning back in his seat—having a heart attack.

Rick yelled to his crew for help. Billy Hunter took over flagging for Rick, and Larry Flesher radioed for help. Rick and Les Bond pulled the man out of the car and gave cardiopulmonary resuscitation until the ambulance crew arrived. Traffic was heavy because it was during spring break, and the Waldport crew kept traffic moving smoothly through the work zone while diverting traffic flow to protect the emergency crew. I feel that Rick Myers, Les Bond and everyone else involved that day did an excellent job trying to save a life.

ERNIE KIESKI
Highway Maintenance Supervisor
Waldport

(The afflicted driver died shortly after the incident. Bond, Myers, Hunter and Flesher since have been nominated for the Good Samaritan Award.—Editor)

Willing to help

Ken Allmer,
District 9 Manager, The Dalles:

This fall, while I was traveling on Interstate 84, my car broke down about five miles west of Arlington. Rod Mabe, Larry Bartlemy and Cindy Johnson were kind enough to help me get a tow to Arlington. It is comforting to know there are people who are friendly, helpful and willing to help in an emergency.

CATHERINE TEACH
Portland

Raring to do-si-do

Editor:

I wish to thank all my friends in ODOT and the department's retirees for their cards, prayers, good wishes, visits and support during my recovery from a stroke. I now have regained about 95 percent use of my left leg and 50 percent of the left arm. With therapy twice a week and exercises in between, I will recover 100 percent and resume bicycling as soon as I can squeeze the brake with my left hand. I have resumed square dancing, and things are becoming more normal each day. Thanks, friends, for your concern.

TED LITCHFIELD

Salem

(Litchfield was a supervising transportation engineer D., Salem, before retiring in 1990.—Editor)

Supportive partners

Don Forbes,
ODOT Director, Salem:

As you may know, your agency provides tremendous support to our department, through an interagency agreement, for accounting, personnel central services, audits and data processing, among other services. During

my year's tenure here at Parks, I have certainly appreciated the tremendous support and assistance of many individuals within your organization who are too numerous to name.

Recently, I have read about your goal of making ODOT the best-managed organization in state government, and I have already seen evidence of your commitment to this task. As part of the overall efforts to make government processes and systems more efficient, I, too, am committed to an effective administrative support structure for Parks. I look forward to a continued positive working relationship and to discussions on the most suitable links between our respective agencies.

KATHRYN RYAN
Assistant Director, Administrative Services, Oregon Parks and Recreation Department, Salem

(See Page 6 for more letters)



ODOT NEWS

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Bill draft supports structure overhaul

An attorney coordinating the department's restructure bill for the next legislative session considers it ODOT's most historically significant legislation since its creation in 1969.

Gil Bellamy, a senior policy advisor, began the job last fall by inventorying all Oregon Constitutional provisions and Oregon revised statutes affecting the powers and duties of the department, including its six divisions.

And in the process he's learned that ODOT is responsible for surveying all cemeteries in the state and has the authority of providing federal funds to maintain cemeteries should that money become available. So far, none have, but the department has spent money to relocate graves when a highway project impeded a known cemetery or when site excavation has uncovered skeletal remains—of a pioneer, crime victim, or at an ancient Indian burial ground, for instance.

Bellamy also found this warning for department "officials," or those who create policy: "Every person who shall give, or accept a challenge to fight a duel, or who shall knowingly carry to another person such challenge, or who shall agree to go out of the state to fight a duel" cannot be a state official.

Translation: If you create policy in Oregon state government, don't use deadly force. The law, referring to the use of swords and pistols, was written into Oregon's original 1859 Constitution and has survived the years, Bellamy said. "But we don't know of anyone who has lost anything because of a duel," he adds.



Gil Bellamy, a senior policy advisor, is sorting through decades of ODOT-related laws while coordinating the ODOT reorganization bill draft for the next legislative session.

The reorganization bill, which is anticipated to go before lawmakers next legislative session, proposes to restructure ODOT's six divisions into a single agency organized along functional lines. According to a proposed legislative concept, the restructuring will "improve interagency coordination, gain efficiency serving transportation customers, gain flexibility in assigning staff to the greatest existing need, and integrate all accounts and funds to conform to single agency needs."

By dissolving ODOT's legally drawn division lines and reorganizing the department into a unified agency, Bellamy said, ODOT staff can be moved within the organization where they're needed most. As Motor Vehicles implemented the new Commercial Driver License program, for example, it hired temporary employees to help with the additional workload. Under the proposed reorganization, the department hypothetically could temporarily reassigned employees from with-

in ODOT but outside DMV to help. Similarly, other ODOT work groups could get the temporary staffing they need to handle workload peaks, rather than hire temporary or limited-duration employees.

"That's what we want: more leeway," Bellamy said.

Translation: If you create policy in Oregon state government, don't use deadly force.

The biggest challenge to making that happen, he believes, is in tracking staff contributions when dedicated funds, such as the Highway Trust Fund, are involved. "We need to be aware of where the money's coming from. Supposing we transfer 20 highway workers to DMV, who's going to pay for their salaries?" Bellamy thought of three pos-

sible methods: determining the set proportion of their jobs spent on specific activities; keeping a time sheet to distinguish those activities; or using a spot audit, also to determine what proportion an employee spends on an activity supported by dedicated funds.

The organizational restructuring would have no impact on revenues, but would save money, according to the draft concept. It further states: "A reduction in administrative costs is expected due to reduction in the number of managers and layers of management, which should result in a shift of some administrative expenditures to programs. The reorganization should facilitate the implementation of the full-time equivalent position reduction plan."

Drafting ODOT's reorganization bill and related financing legislation has meant the contributions of legislative coordinators representing each of the department's six divisions, along with the cooperation of the Federal Highway Administration, Federal Aviation Administration and the National Highway Traffic Safety Administration.

The restructuring has earned the support of the Oregon Transportation Commission, the Governor's Task Force on State Government, legislative interim committees and the Executive Department.

Considering the work that's gone into ODOT's reorganization, Bellamy has great hopes that the restructure bill will pass lawmakers' scrutiny. "I hope they'll see the logic in it, and how illogical it really is now," Bellamy said, calling the collection of laws relating to ODOT duties "scattered."



A runner crosses the finish line in ODOT's 10K run. (File photo)

10K run, safety fair slated

Runners will cap off the 1992 Oregon Transportation Safety Week this month with a 10-kilometer run at Salem's Minto-Brown Island Park.

The 10K run starts at 9 a.m. Saturday, May 16, and is followed by a 2-mile walk. Bob Harrison, ODOT Safety and Health, said the event was rescheduled so not to conflict with Mother's Day as it had in 1991, when only 17 runners showed. Registration begins at 8 a.m. Contact Harrison, 378-2638, for entry forms, or sign up the day of the race.

The free event—featuring an open competition, and women's and master's categories—is open to ODOT employees, retirees, friends and relatives. Only ODOT and Parks and Recreation Department employees are eligible for the national award, the 10K Running Challenge, in which state DOTs compete

for the fastest aggregate time. Washington DOT is the defending champion. Oregon has won the national 10K race in five of the past 14 years.

Volunteers are needed to flag runners, and help at the finish line, water stations and the registration table.

Also during Oregon Transportation Safety Week will be a Children's Safety Fair on Thursday, May 14, for about 400 Salem-area youths. Now in its third year, the popular fair has been shifted from the East Salem Highway Shops to Columbia Hall at the Oregon State Fairgrounds. The fair will feature highway equipment displays, a computerized traffic signal model, a work zone tunnel, a Salem-Keizer School District safety town, a safety belt effectiveness demonstration, and a talking school bus provided by the state Department of Education.

Dave Davis, DMV Public Affairs, said Driver and Motor Vehicles issued 65,699 by the April 1 deadline, about 94 percent of Oregon's commercial drivers.

Commercial drivers found without a CDL during a routine equipment inspection at a port of entry or weigh station will be reported to the Public Utilities Commission. Drivers in violation are being permitted to complete their current trip, but not be allowed to start a new trip until they get a CDL.

Truckers in CDL violation who are stopped by a police officer may be issued a citation. The driver may con-

tinute the trip but will be subject to additional citations during the trip. Police officers also have the option of issuing warnings instead of citations.

Repeated violations could result in state and federal fines of up to \$5,000 for both the driver and the vehicle owner. DMV reports that enforcement policies will tighten in the near future, possibly by June 1, with fines of up to \$5,000 levied against the violating driver and vehicle owner, Davis said. The provisions apply to anyone driving commercial vehicles in Oregon, not just Oregon-licensed drivers, he said.

NEWS BRIEFS

Safety belts linked to fewer highway deaths

Fewer people died on Oregon roads during the first three months of 1992 than in any similar period since 1971, ODOT Traffic Safety reports.

A total of 77 people died in traffic accidents from January through March, a decline of more than 33 percent from the 116 fatalities recorded during the first quarter of 1991, which has been attributed to increased safety belt use. A Traffic Safety survey found that more than 70 percent of Oregonians are buckling up since the state adopted a mandatory safety belt law.

Golf tourney to benefit Glenn Jackson Scholars

A golf tournament to benefit the Glenn Jackson Scholarship campaign is set for Saturday, June 6, at Mountain High Golf Course in Bend, beginning at 8:30 a.m. The \$38 entry fee covers the green fee, a contribution toward prizes as well as a \$4 scholarship donation.

Entry forms will be posted on ODOT's electronic mail system. Contact Karl Goshorn, 388-6044, for more information. Registration deadline is May 22.

Recycling effort looks to long-term

(Continued from Page 1)

and Bend—gather materials from around the state for resale to the highest bidder. The field shops handle scrap metal, tires, batteries and other items. Sandy Fraser, Bend Shop supervisor, said the recycling effort "sometimes is a pain in the neck, but it is worthwhile. It is a lot of paperwork, a lot of trouble to keep track of everything, but it is well worth it in the long run."

Previously, used tires were treated as hazardous waste and their disposal was expensive. Now a tire retailer, after submitting the highest bid, purchases old tires for reuse. Not only are they being recycled, but the purchaser picks up the used tires in Salem, La Grande



Mike Calkins lifts an old freeway sign with a forklift and Orren Vann guides it onto the recycling pile at the East Salem Highway Shops.

and Bend, supplying the Highway Trust Fund with \$10 per ton. Tires that can be recapped are, while others are shredded for recycling and a few are used for fuel.

The state Department of General Services previously accepted wood scraps and pallets, then offered them to the public for reuse. After DGS discontinued that practice, Rennels arranged to have pallets and other non-treated wood scraps recycled. Now wood scraps and pallets are chipped on-site and a purchaser hauls away the product.

"I am looking long-term for the agency," Rennels said. "What I have to do is figure out a way to repeatedly deal with different items so that we have an ongoing program," she said.

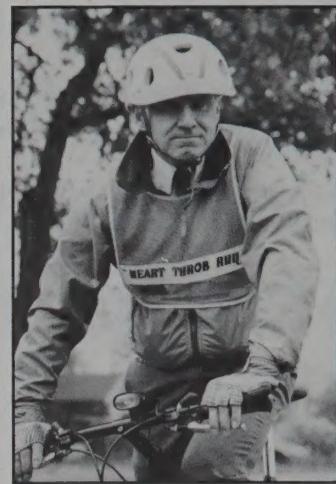
Equipment and Services recently found a company that accepts concrete for recycling. Even though the company requires the concrete to be delivered, it's still more cost-effective than hauling it to the landfill, she said. Antifreeze, solvent and paper also are recycled at the Salem shops. Rennels is considering the purchase of an oil filter crusher capable of freeing filters of oil, so the aluminum in the filters can be reclaimed.

A complementary effort to ODOT's recycling project involves reuse and reissue of surplus desks, file cabinets, chairs and other property from work groups through a "store" at the Salem shops. If another ODOT work group needs a donated item, Rennels' crew handles the paperwork for the transfer. The surplus property virtually "hitches" a ride with trucks that are bound for the Salem Equipment and Services shops for maintenance work. She recommends advertising surplus items by electronic mail or memo to avoid returning property to its original location.

Rennels has been unable to determine exact sales figures of the scrap materials because they are combined with the income generated by General Services' used automobile sales. But scrap metal alone sells for between \$10,000 and \$15,000 every three to four months, she said.

"We have some people in the state who are coming up with some excellent new ideas on how to recycle or reuse items," Rennels said. "It just breaks our hearts when we have to decide that we can't do anything with an item and have to send it to the landfill."

Suitably dressed



Eb Engelmann, Highway Environmental manager, pedals through the Salem backroads on his four-mile commute to work. Inset: Engelmann subscribes to the "Non-Spandex Look," while also dressing for safety with a reflective vest and helmet. He has been commuting by bike for the past 22 years.

Bicycle commuting, neckties mix

Advocates of bicycle commuting are pedalling the "Non-Spandex Look" this year to show that you don't need to suit up in tights and cleats to get from home to the office.

And on Bike Commute Day, May 19, hundreds of cyclists will be celebrating their conviction by leaving the car at home. Bike-to-work enthusiasts are expected to use food, prizes, celebrities, local business participation, bike-against-car races and other incentives to change Oregonians' commuting habits.

Walt McAllister, Traffic Safety, who is helping Oregon communities plan Bike Commute Day events, said the cities of Portland, Eugene, Cor-

vallis, Salem and Ashland are planning celebrations. "It's sort of a way to build a sense of community by bringing people together who think along the same lines," McAllister said.

The Bikeway Program's Michael Ronkin cites Holland as a prime example of a country that relies on bicycle commuting, as 25-40 percent of its trips are generated by bicycle. Holland's government is exploring ways to increase that figure even higher. Within the United States, by comparison, an average of 1 percent of all trips are by bike. Oregon fares better than the rest of the country, with Eugene boasting approximately

5 percent. At ODOT's Transportation Building, about 30 of its 600 employees commute, or about 5 percent, Ronkin estimates. "We're on the right track," he said.

By using bicycles instead of automobiles for short- to medium-length trips, riders:

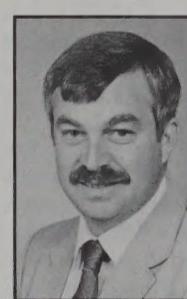
- Reduce air pollution. Short automobile trips waste energy because engines don't fully warm up.
- Reduce traffic congestion, commuting costs, petroleum consumption and the need for parking.
- Lower the need for additional roads and road widening, and ease road wear.
- Keep physically fit.

Lulay, Wagner tapped for top highway posts

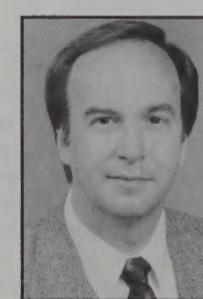
State Bridge Engineer Tom Lulay has been named Technical Services manager, and Don Wagner, Region 3 project development engineer, Roseburg, has been chosen that region's engineer.

In their new positions, both are members of the ODOT Management Team, the department's top policy-setting group.

Lulay, with ODOT for the past 20 years, has served as structure maintenance engineer and concrete and soils engineer. As head of the Technical Services Branch, he oversees the design functions of roadways, bridges, traffic, right of way, environmental and material testing as well as related operations



Lulay



Wagner

and program functions. Technical Services has approximately 620 employees and a biennial operating budget of approximately \$93 million. Lulay replaces Duane Christensen, who is retiring after 35 years.

Wagner replaces Jim Gix, who is retiring after 37 years of service. His new position oversees the construction, improvements, maintenance and operation of state highways and related transportation facilities in Southwestern Oregon. The region has 430 employees and a biennial operating budget of approximately \$75 million. Wagner's 17 years with ODOT have included positions as assistant region engineer for maintenance, district manager and region traffic operations supervisor.

Both Lulay and Wagner are graduates of Oregon State University and are registered as professional engineers.

Bike stop opens

A bicycle rest area along the Oregon 22 bike route just west of Oak Knoll Golf Course and the Salem outskirts will be dedicated at 10 a.m. Saturday, May 9.

Oregon Bicycle Advisory Committee members and the Salem Bike Club are planning to place a plaque in memory of the late U.S. Navy Lt. Rick Serex, who served from 1973-75 on the Oregon Bicycle Advisory Committee and was its first under-21 representative.

Commission 'psyched' for bike tour

While in Baker City for their regular monthly meeting, Oregon Transportation Commission members on May 20 will strap on helmets and bicycle around town.

Transportation Commission Chairman Mike Hollern suggested the event, held during Bike Commute Week, May 16-23. "We're psyched," Hollern said. "Obviously, we have to become less auto-dependent and more supportive of alternative forms of transportation."

The commission bike ride is being arranged locally by Baker City Attorney Tim Collins and Baker County Judge Steve Beaugard. "This is a good way to let the commissioners know that ordinary people ride bicycles, too, not just Spandex-clad decathletes," said Collins, an Oregon Bicycle Advisory Committee member.

Bicycles and helmets will be provided each commissioner, according to Walt McAllister, Traffic Safety bicycle safety coordinator, who plans to pedal along on the tour. "This allows the commission not only to recognize Bike Commute Week, but it provides them with an opportunity to engage in an activity that's heavily represented in the Oregon Transportation Plan," McAllister said.



Norman



Nate

Pair honored with Albright

Fiscal Specialist Suzanne Norman of Traffic Safety and Debbie Nate, an office specialist with Highway's Region 2 are winners of this year's Isabel Albright Awards, an employee-recognition program that honors office support staff and secretaries.

Norman took the office support category, while Nate captured the secretarial category from the field of eight finalists. Selection criteria are based on finalists' work performance, volunteerism in ODOT programs, customer service, teamwork, and leadership and communication skills.

As fiscal specialist, Norman reviews and processes traffic safety federal grant applications, operates the agency's TEAMS accounting system and serves as Traffic Safety's wellness program coordinator. Nate, as part of a three-person Region 2 administrative support staff, addresses public inquiries, answers phone calls, types correspondence and reports, arranges meetings, handles office payroll information, inventories and orders supplies, and prepares equipment rental reports.

Norman and Nate were announced winners at a late-April luncheon in Salem. They will receive \$100 savings bonds, plaques and a day-long, out-of-town professional development seminar.

Health fair tests fitness for free

A free health fair on May 20 will feature HealthFirst, a mobile diagnostic unit offering measurement of back strength, flexibility, muscular speed, range of motion, and lung capacity. The fair, from 11 a.m. to 6 p.m., will be at the Army Reserve, 775 Airport Rd. S.E., Salem.

Also to be available are hearing tests, cholesterol tests, gym displays, exercise groups, weight-loss programs and nutritionists, according to Monica Majeski, ODOT Health and Safety.

Bennie Alley, highway maintenance supervisor 2, Highway, Banks, retired in April after 41 years of service.

Richard Bastedo, associate transportation engineer, Highway, Newport, retired in April after 34-plus years of service.

Geoffrey Bryan, transportation engineer 2, Highway, Salem, retired in April after 30-plus years of service.

Kay Clemence, office assistant 2, Motor Vehicles, Salem, retired in April after 12-plus years of service.

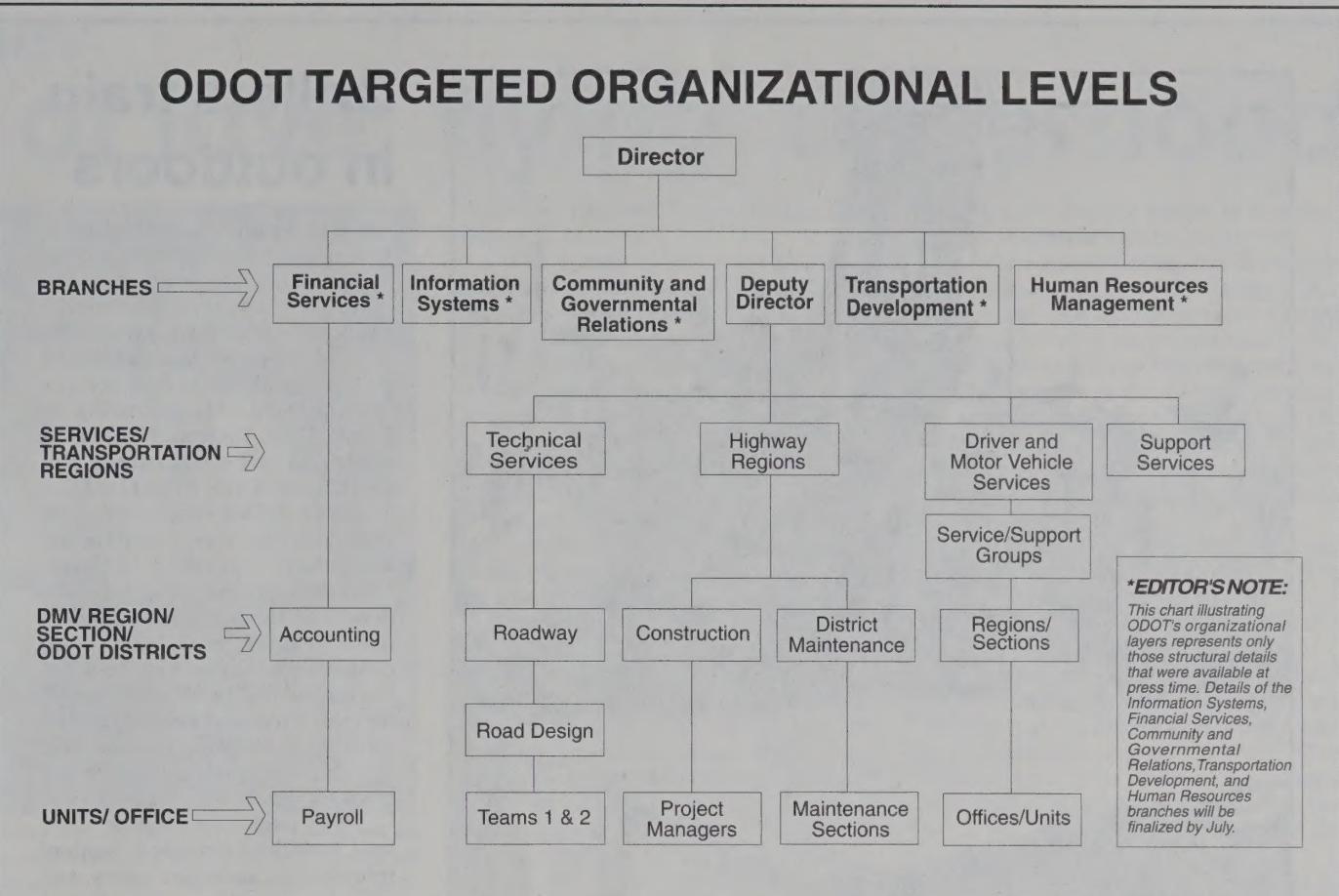
Wayne Coder, transportation engineer 2, Highway, Bend, retired in April after 35 years of service.

Darrell Desper, associate transportation engineer, Highway, Portland, retired in April after 31 years of service.

Joe Hay, program technician 2, Highway, Salem, retired in April after 27 years of service.

Irving Hess, signal technician 3, Highway, Salem, retired in April after 3-plus years of service.

Dan Jackson, associate trans-



Team approach: Fewer managers needed

(Continued from Page 1)
philosophy and the emphasis on shared decision-making.

"On the other hand, having an abundance of managers with narrow spans of control sends the message that we're not sure people are going to be involved and we're not sure we can trust them, so we're going to watch everything like a hawk," he said. "That's incompatible with the idea of empowering people to be part of the solution."

Sandy DeLuna, organizational development manager, reinforced Forbes' desire to reduce the number of management layers within the department.

Referring to a chart illustrating ODOT's "targeted organizational levels" (see above), she said that, "unless there's a compelling reason," work groups "have got to fit into one of the four or five layers management somehow."

In related restructuring news,

ODOT Personnel Services is completing a department-wide process "to promote consistent practices when dealing with employees affected by the reorganization."

Among the steps to be taken are: anticipating where changes will occur and giving advance notice, and using personnel actions, such as developmental assignments, position underfills and reclassification, as ways to help employees bridge the transition to different specialties or fields.

Restructure Team focuses on DMV

A task force on the Driver and Motor Vehicles Services organization in April began exploring how best to integrate the regulation and enforcement functions at ODOT.

The task force is composed of Highway Permits and Weighmasters employees as well as DMV staff.

Chairing the task force is DMV Manager Jane Cease. Motor Vehicles representatives include Jim Hunter, Joan Plank, Carolyn Krater, Russ Graham, Tony DeLorenzo, Doug Manthe, Wes Taylor and Dwight Apple. From

Permits and Weighmasters are Steve Johnston, Doug Gyllenskog and Tom Bradd, while Judy Gregory, head of the Human Resources Management Branch, represents the customer viewpoint.

The DMV task force reports its progress to the ODOT Restructure Team this month.

Treatment of employees affected by job changes continued to be a concern of the Restructure Team. The team has adopted a policy to treat employees consistently and to minimize the negative effects of the department's reorga-

nization. To reduce the possibility of layoffs, ODOT will help employees transfer to alternative jobs and will use a variety of personnel actions, such as developmental assignments, position underfills and reclassification, to help employees move into different specialties.

The Restructure Team reviewed and revised procedures on how to fill positions affected either by reorganization or Gov. Barbara Roberts' mandated state work force cutbacks. For example, as ODOT trims its management positions, several displaced managers could end up competing for the same position. The procedures approved by the Restructure Team address how to interview, rate and select candidates in variety of situations. ODOT Personnel Services will distribute the procedures.

The Restructure Team also has adopted a procedure on filling management service positions, which explains the exceptions to the current freeze on hiring managers.

Highway honors 14 with 3E Award

Fourteen Highway employees will be honored as finalists for the 3E Award, an employee recognition, at a May 12 awards ceremony.

That group includes one management and one represented employee from each region, and two represented and two management employees from the Salem area. The dinner will be held at the Canton Garden Restaurant, 3225 Market St. N.E. in Salem. A no-host social begins at 6 p.m., with the dinner at 6:30 p.m. Tickets are available for \$9 from Sherri Lewis, State Highway Engineer's Office, 378-6516.

RETIREMENTS

portation engineer, Highway, Portland, retired in April after 31 years of service.

Darwin Kimball, signal technician 3, Highway, Salem, retired in April after 39 years of service.

Glenn Lewis, highway maintenance specialist, Highway, Maupin, retired in April after 15-plus years of service.

Bill McConnel, transportation engineer 1, Highway, Milwaukie, retired in April after 34-plus years of service.

Hubert Murrill, highway maintenance supervisor 2, Highway, Enterprise, retired in April after 34-plus years of service.

Charles Nelson, grants/contracts coordinator, Traffic Safety, Salem, retired in April after 9-plus years of service.

Donald Patterson, highway maintenance supervisor 2, Highway, Salem, retired in June 1991 after 31 years of service.

Bernard Perry, highway maintenance worker, Highway, Portland,

retired in April after 9-plus years of service.

Bobby Petersen, highway maintenance specialist, Highway, Meacham, retired in April after 18-plus years of service.

Gerald Richardson, highway maintenance supervisor 1, Highway, Clackamas, retired in April after 35 years of service.

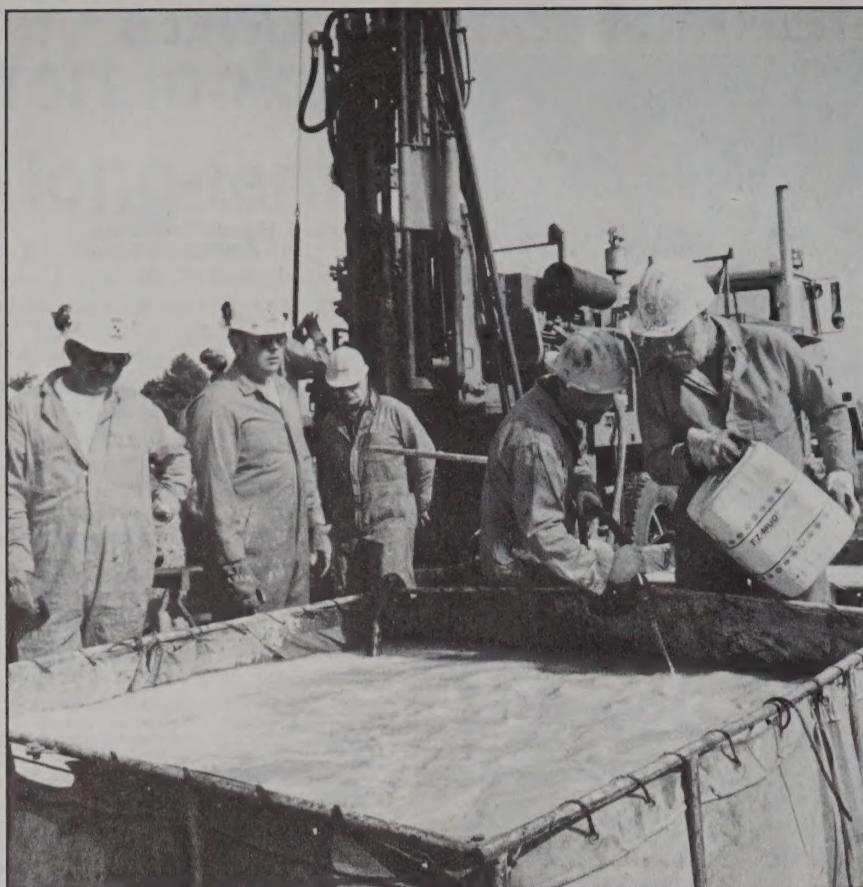
Philip Schollian, engineering specialist 3, Highway, Salem, retired in April after 31 years of service.

Walter Sokol, highway maintenance supervisor 2, Highway, Eugene, retired in April after 35-plus years of service.

Gene StClair, right of way agent 2, Highway, Portland, retired in April after 27 years of service.

Louis Voytko, motor vehicle office manager 1, Motor Vehicles, Hermiston, retired in April after 21-plus years of service.

Melvin Wood, highway maintenance supervisor 2, Highway, Elgin, retired in April after 29 years of service.



At the hands-on geotechnical drill training near the Interstate 5 Santiam interchange are, from left: Frank Toor, Duane Berry, Bob Johnson, Don Crotty, Jeff Blankenbaker and Dick Prodzinski.

Drillers train in outdoors

Fifteen ODOT geotechnical drillers from throughout the state in late March stepped outside the classroom for the department's first hands-on drill crew training.

The more practical approach was particularly suited for the specialized field, according to Frank Toor, Region 3 assistant geologist, who organized the workshop. Dick Prodzinski, a Region 2 driller now in his 30th year with Highway, also gave the workshop favorable reviews. "You've really got to open up the door and show a person how to use a drill rig, give a driller the controls and show him he's got the responsibility for running it," he said. Prodzinski noted that by training drillers on various drill rigs they can more easily transfer to crews throughout the state.

The week-long outdoor class, held near the Interstate 5 Santiam interchange, included safety and maintenance tips, operational guidelines, drill techniques for various rock formations, drill bit selection, as well as training on various drill rigs.

Letters

(Continued from Page 2)

Cultural exchange

Don Forbes,
ODOT Director, Salem:

Naoji Kawanishi, this year's exchange employee from Japan's Toyama Prefecture, completed his time with ODOT in April. In the six weeks he was here, he learned about ODOT's organization and multiple functions, how state and local governments interact, was exposed to the consultant selection and hiring process, and interacted with staff throughout the state.

I was particularly gratified to see the effort ODOT staff made to accommodate Naoji. Staff within and outside of Salem went the extra mile to ensure that Naoji's time with the department was enjoyable as well as informative. He met with region engineers and staff in Portland, Salem, Roseburg, Bend and La Grande, and visited many areas that he otherwise would have missed. These relationships are integral to the exchange program, and are the reason for much of the program's success.

Naoji has expressed to me how grateful he is, and asked that I share his thanks with the many people that he met in ODOT. These people deserve a round of applause for their contributions to this program.

SCOTT NAGEL

Consultant Liaison Coordinator
Highway Program, Salem

(Nagel has been selected to represent Oregon in Toyama for a year-long exchange beginning in October.—Editor)

Settled dust storm

Roger Olson,
Highway District 12 Manager,
Pendleton:

In late March, I called you immediately after one of your crews had swept the streets of Long Creek, as gravel, dust and dirt went everywhere. You told me that you would send an employee here and, shortly after our conversation, Mike Wierleske came to the door.

Mike assured me that everything would be cleaned up. He and his crew worked all that day and the next, cleaned the sidewalks and removed dirt and gravel from the parking strips that had accumulated for quite some time. Meters and drains that previously were covered are now visible. Mike's crew was courteous and willing to do the job, and went beyond their duty to help.

BARBARA CLARKE
Mayor, Long Creek

Not one to hesitate

Larry Asbury,
Highway District 5 Manager,
Springfield:

Bill James and his crew at McKenzie Bridge did a terrific job in response to our emergency this spring when a drunk driver completely wiped out a row of mail boxes mounted along the McKenzie Highway for Lure Lane and Mountain View Lane. Twenty-one of our customers were without mail service. But by the next day, Bill and his crew had resurfaced the pull-off area, sunk new posts, erected the crossbar and remounted the mail boxes.

In this age when so many public employees are being criticized, I want to say loud and clear that your people went beyond the ordinary. Many times in the past I have called Bill and his crew to help some elderly person, a widow or a group of our postal customers with their mail boxes, and every time they have responded immediately and expertly.

JUDY ANDERSON
Postmaster, Waterville

Transport airings broaden focus

Oregonians, in a series of public meetings, generally favored the 1993-98 Six-Year Transportation Improvement Program, an expanded approach to transportation planning that broadens its focus beyond strictly highways.

Cam Gilmour, Highway Program manager, said the public testimony indicated support of the multimodal transportation approach and encouraged a flexible use of highway funds for diverse transportation needs.

The public meetings also showed Oregonians support aeronautics and rail projects, and want to have more input into transit projects at the local coordination and planning levels. They also backed the addition or advancement of highway modernization projects, encouraged highway safety and efforts to battle traffic congestion, and requested the addition or advancement of highway modernization projects.

Gilmour summarized public comment by Highway regions: Region 1 testimony wants reserve funds for enhancement and transit projects, and projects kept on track that will contribute to traffic congestion relief. The coastal community in Region 2 requested more frequent input into transportation projects, and citizens expressed opposition to the coastal parkway concept. Region 3 residents in southwestern Oregon believe they aren't receiving their fair share of transportation investments, and indicated transportation system analysis should include coastal waterways and

rail transportation. Region 4 citizens expressed concern regarding projects that have been moved to later years; set safety, interchange and climbing lane projects as priorities; and generally had a mixed reaction to the Bend Parkway. Region 5 residents expressed support for focusing trans-

portation funds on priority routes, and emphasized that highway improvements are essential for economic development.

Overall, 1,450 attended the 18 statewide public meetings, 149 more than the previous set of public meetings held in 1990.

Moving up

Highway

Patrick Adams, engineering specialist 1 to engineering specialist 2, Portland.
Steve Carter, highway maintenance assistant supervisor to highway maintenance supervisor 2, Corvallis.

Bruce Cronin, engineering specialist 1 to associate transportation engineer, Troutdale.
James Currie, laborer 2 to highway maintenance worker, Portland.

Lucien Dahrensborg, associate transportation engineer to transportation engineer 1, Salem.

Dennis Edwards, highway maintenance assistant supervisor to highway maintenance supervisor 2, Portland.

Brian Gigstad, engineering specialist 1 to associate transportation engineer, Portland.

Richard Jacobson, engineering specialist 1 to engineering specialist 2, Portland.

Troy Jones, highway maintenance assistant supervisor to highway maintenance supervisor 2, Springfield.

Donald King, engineering specialist 2 to engineering specialist 3, Eugene.

Wilbur Larson, associate transportation engineer, Salem, to transportation engineer 1, Eugene.

Randy Lecroy, public service representative 4, Roseburg, to weighmaster supervisor 2, Ashland.

Alan Lively, transportation engineer 1 to transportation engineer 2, Salem.

Robert Long, highway maintenance specialist to highway maintenance assistant supervisor, Springfield.

John Marshall, engineering specialist 1 to associate transportation engineer, Bend.
Daniel McMillen, associate transportation engineer to transportation engineer 1, Salem.

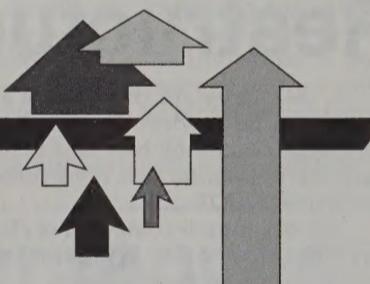
Jane Parker, office specialist 1 to executive support specialist 1, Salem.

Michael Potts, engineering specialist 2 to engineering specialist 3, Salem.

Sandy Safratowich, highway maintenance worker to highway maintenance specialist, Portland.

David Vournas, associate transportation engineer to transportation engineer 1, Salem.

John Woodroof, associate transportation engineer to transportation engineer 1, Salem.



Jane Parker
Executive Support
Specialist 1
Salem

REMEMBERING

Arnold Severson, highway engineer 4, Highway Research, Salem, died April 15. Severson, who was 67, retired in 1982 after 33 years of service.

Eldon Walker, highway engineer 1, The Dalles, died Feb. 12. Walker, who was 70, retired in 1981 after 29 years of service.

James Wilson, weighmaster 3, Bend, died Feb. 15. Wilson, who was 74, retired in 1978 after 30 years of service.

PROFILE: JERRY EAMES

Labors of love: flying, fatherhood

By ED SCHOAPS

ODOT Public Affairs

Jerry Eames has a job that keeps him flying high.

As Aeronautics' air operations manager, Eames is the "corporate pilot" for ODOT's two aircraft. The pair of Cessnas—one single-engine and one twin-engine—are used by the department and other state agencies to save time and money on business trips. Jerry is both pilot and program manager for one of the most unique services offered by ODOT.

When he's not flying, Jerry's licensing public-use airports, registering private fields, and inspecting and approv-

'I've been just nuts about airplanes ever since I can remember. I can remember falling down when I was a little kid because I was looking up at airplanes flying overhead.'

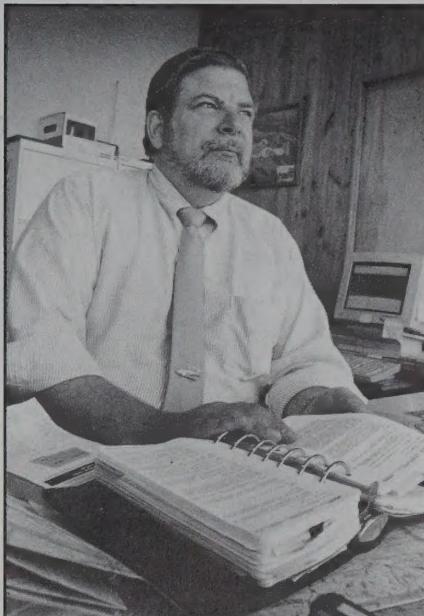
—Jerry Eames

ing proposed airport sites. "I get to go to some very, very remote places. I've driven for two hours in a pickup truck up an old, bumpy jeep trail to inspect a site for a guy on a hillside. Or walked five miles through a swamp to get to someplace someone hopes to turn into an airport."

While inspecting a site north of Enterprise, near the Washington border, he flew into a ranch on an approach that took him over a steep 3,000-foot-deep canyon. "The only level part of the runway was about 300 feet at the end before it went up a steep hill. At the top of the hill was about a 15-20 degree turn in the runway. You had to turn 15 degrees and get the plane stopped before rolling down the other side of the hill. That was interesting," Jerry said, laughing.

When Jerry joined ODOT in 1979, he shared pilot duties with a co-worker. But, providing charter air service to other agencies was incidental to other tasks, and the lack of practice left them unable to stay instrument-proficient and night-proficient.

As ODOT and other agencies discovered the economy of flying instead of driving to places far from their Salem base—such as Pendleton, La Grande, Ontario or Coos Bay—demand for Jerry's piloting skills grew. Flying ODOT's two aircraft for a range of state agencies also helps distribute the expense of owning and operating the planes, he said.



Jerry Eames views air transportation as a cost-effective and efficient means of shuttling state employees long distances.



Behind the controls of Aeronautics' Cessna 401, Jerry Eames readies for takeoff as "corporate pilot" for ODOT's two aircraft. Eames flies state employees throughout Oregon on business and advocates air transportation.

"I have the best job for me in the department. I just really enjoy the flying part of it. It's been something I've been doing for a long time and it's a real kick. The more I do it, the more I like it," he said.

The aircraft Jerry flies most often, the twin-engine Cessna 401, is Aeronautics' mainstay. Even though it was purchased in 1969, it still is considered a modern airplane: Its engines have been replaced four times, the exterior got new paint, the interior was refurbished, and Loran-C long-range navigation

radios and a new autopilot have been added.

The Loran-C, used for point-to-point navigation, eases flying on instruments in cloudy conditions. The autopilot is fully coupled to the plane's navigation system and tracks navigation signals for a fully automated instrument approach.

When Jerry was 20 and fresh out of Army flight school, he quickly was sent to Vietnam. "I flew U-1s, or De Havilland Otters, a real big, single-engine airplane. We flew cargo and passengers. It was a little like my job here, because I got to fly all over the place. There's nowhere in Vietnam I didn't fly at various times."

His Vietnam tour included night reconnaissance, radio relay work and support for special forces. But his most dangerous assignment was "flying low and slow" over the jungle while dropping propaganda leaflets and broadcasting loudspeaker messages. "That was the only time we wore our flak jackets, because we had the doors open, dropping leaflets over known enemy positions."

meet people that are heroes to aviation. I'm just awestruck that I can do this."

While coordinating the division's involvement in the first Oregon Air Fair—now one of the favorite special projects he takes on in addition to his regular work—Jerry recently met Jena Yeager, co-pilot of the Voyager airplane on its record-setting flight around the world. He also gets the chance to rub elbows with astronauts, airplane designers and pioneers, and high-level aviation officials.

"Being able to know what's going on in the state and all these exciting things in aviation, being just a little bit a part of it, that's the real thing about this job that's exciting."

In recent years, Aeronautics' approach to aviation has turned more toward customer service, and that's had a positive influence on the staff. "The enthusiasm level is up because we know that anything is possible. You can take your job where it needs to be and do with it what needs to be done."

"I think we need to educate state government to the value of using air transportation when it is cost-effective and efficient, which in many cases it is. It allows tremendous efficiencies to be realized."

By flying several state agency employees to Pendleton, for example, he can keep their business trip down to one day. The price of a single, round-trip airline ticket from Portland will buy all six seats on the Cessna 401, Jerry said. Driving the same distance, the trip takes two days and adds the additional expense of overnight lodging and staff time lost.

"We travel on the passenger's schedule, not the airlines' schedule, and we take them to airports that don't have scheduled air service. Just about any airport in the state that has a paved 3,000-foot runway is usable by our twin-engine plane," Jerry said.

He believes state government should take a cue from the private sector, where corporate flying is almost a necessity. "The most successful businesses in this state and across the nation are heavy users of corporate aircraft," he said. To that end, he hopes to improve ODOT's current air service and acquire a pressurized aircraft that can fly in conditions that limit the use of ODOT's existing planes.

Jerry's personal life has been brightened by his two-year-old daughter, Christie. "Having a little one really prioritizes your life," he said. His two grown sons are in the Army at Ft. Hood and at Lane Community College in Eugene.

He and his wife, Denice, took extra care to make Christie's entry into their family special. They not only attended Lamaze classes together and shared the birthing process, but they also split the 90-day parental leave offered by the state when Christie was born. Denice took the first 60 days to be with her new daughter, while Jerry took the next 30.

"I learned things I really didn't want to know," Jerry said with a laugh. "It's a lot of hard work, and I can really appreciate what goes into taking care of a two-year-old. But I wouldn't trade that experience for anything. It was really worth doing."

Mention flying or fatherhood, and Jerry beams a broad smile. If enthusiasm is hereditary, his daughter likely will share his smile the first time she looks skyward at a passing airplane and falls over backward, too.

RETIREES REPORT

Shirley Holland, Salem, clerical specialist, Motor Vehicles Prorate, retired in 1986.

Shirley fulfilled her ambition to write a children's book in 1991 with the publication of "Grandma Holland's Three Tiny Bedtime Stories." She sent a copy to first lady Barbara Bush in support of her program of reading to children, and in return Bush mailed her an autographed picture along with a thank-you note. Shirley already is hard at work on her second children's book.

With her husband, Zane, she frequently travels the Bend area, and has explored Steens Mountain twice. Zane's photography hobby has blos-

somed with the publication of three of his shots in the "Beautiful Oregon" photo collection. Between their travels, writing and photography, they squeeze out time with their six children and 16 grandchildren.

Carl Schmidt, Salem, review appraiser, Highway Right of Way, retired in 1988.

Carl and his wife, Joyce, began 1991 with a cruise down the Mexican coast through the Panama Canal. And for 18 days in September, they traveled throughout Europe, where they bought a new car and later shipped it home. After returning to Oregon, they flew to the East Coast to view the fall



Schmidt

colors and visit friends before heading south on a cruise ship.

When in town, Carl hunts for treasure with his metal detector, along with heading the Right of Way retirees lun-

cheon group, which meets next on Sept. 21. Joyce and he occasionally head south to Benicia, Calif., to visit their daughter, Ruth, a 1985 Glenn Jackson Scholar.

CANDID COMMENTS

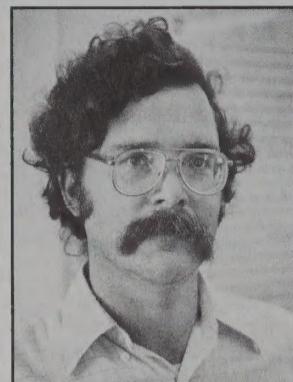
How have computers changed your job?

Prudence Adams
Motor Vehicle Representative 2
Astoria DMV Office



Prudence Adams

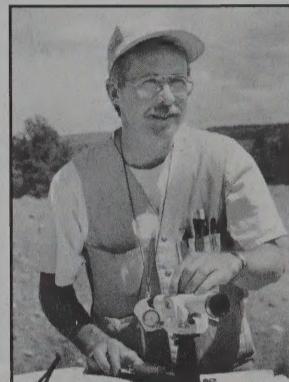
Incredibly. The storage of knowledge and information is just fabulous. It has to have expedited everything. I wasn't here in the "good old days," but I know the telephone lines have had a rest from our voices. I don't think we could handle our current volume of business or be as accurate without them.



Arthur Redman
Office Technician
Highway Project Managers Office
Portland

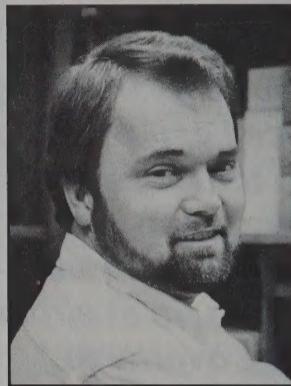


Kathy Lelack
EEO/OJT Contract Compliance Officer, Civil Rights
Salem



Randy Davis
Geology Team Leader
Highway Region 4
Bend

Bill Lord
Motor Vehicle Representative 1
Northeast Portland DMV Office



Arthur Redman

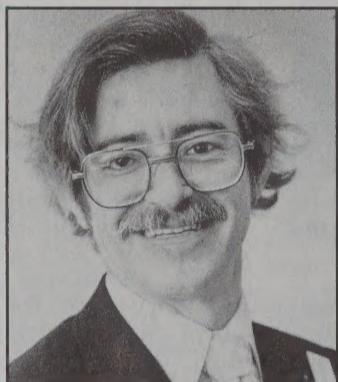
We have to take a lot more classes—in the B-Grade, DOS and Lotus computer software, for example—to keep up with the developments. I think it has changed everything. We use computers to do all parts of our job now, from doing pay estimates, designing and computing pay quantities to keeping track of projects' status.

Kathy Lelack

With computers, I am able to keep program records so I can accurately report accomplishments and activities to the Federal Highway Administration. Compiling this information previously was done by hand, and that allowed for greater error because contract files were not always complete. Because all the information now is stored on the computer, I can prepare reports in a fraction of the time that it took in the past.

Randy Davis

Computers have changed our work in a lot of ways, and one of the biggest is how we write letters and reports. Computers have made this job easier and faster. As far as editing our reports, they make it a lot easier than doing it by hand. Computers have greatly reduced the amount of typing by secretaries because now we can compose final reports ourselves. It's much easier to keep readily accessible files of our reports and letters on computers.



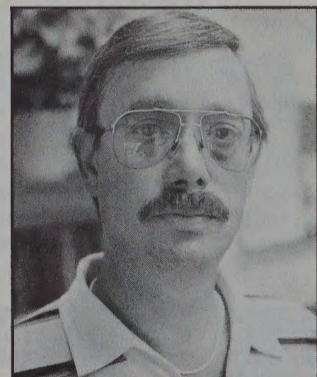
Dayton Turner
Legal Researcher
DMV Hearings
Salem



Betty Jo Strauch
Automation Supervisor
Highway Equipment and Services
Salem

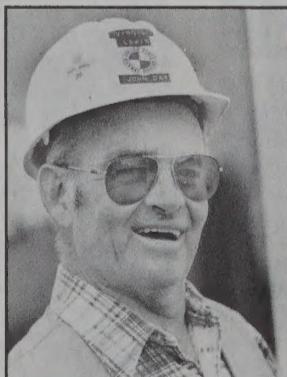


Bill Jacobsen
Highway Assistant Project Manager
Ontario



Trisha Lafferty
Motor Vehicle Representative 2
Albany DMV Office

Virgil Lewis
Highway Shop Manager
La Grande



Dayton Turner

I have more access to more information more rapidly. I can do more things in less time. Now, if I could just remember all my access codes and secret passwords.

Virgil Lewis

Computers have made it a whole lot easier for us to get information. I think they make it a lot easier for us to be more efficient and do our jobs. It will help us a lot more when we get all the history in there for the equipment we need.

Betty Jo Strauch

Because a major part of my job is supervising the Equipment and Services' Automation Group, computers have made my job. The unit has added computers to all our shop operations in support of the equipment management system. This provides us not only with challenges, but also opportunities to increase and track productivity.

Bill Jacobsen

Computers have enabled me to do my job more efficiently by making record keeping and repetitive forms easier to complete. However, when a computer is not available, the efficiency is lost.

Trisha Lafferty

Having computers hampers customers' ability to apply for false ID, and they also can't wander from office to office on the same day to retake tests. Anyone who has worked with the old dial-up printers can tell you the computers we have now are much better, even on their slowest days. But when they go down, we see how dependent we have become on them to access information.